



DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
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REPLY TO
ATTENTION OF

AHRC-EB

26 October 2005

MEMORANDUM THRU Commander, United States Army Training and Doctrine Command, Attention: ATTG-P (SGM Neal), 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, United States Army Aviation Warfighting Center, Fort Rucker, AL 36362

SUBJECT: Career Management Field (CMF) 15 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 4 October 2005, subject: Memorandum of Instruction for the FY06 Master Sergeant Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 15 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Competence assessment of Promotion Zone (strengths and weaknesses).

a. Performance and potential. The majority of CMF 15 NCOs performed their duties in a professional manner regardless of the position in which they served. The quality of the CMF 15 NCO Corps is well positioned for success for meeting future requirements. The panel is confident the very best NCOs were selected for promotion. The panel focused primarily on the most current in-grade NCOERs to determine the NCO's overall performance and demonstrated potential for increased responsibility. Outstanding performance for extended periods of time in MOS related leadership positions such as First Sergeant, Operations NCO and ATC Chief were viewed as key indicators and favorably considered in the evaluation process.

b. Utilization and Assignments (particularly in PMOS). Generally, senior CMF 15 NCOs are being properly developed and utilized creating a balanced field. It becomes obvious when looking at a soldier's entire assignment history that there are NCOs who constantly seek the tough and high-risk jobs and there are some who do not. A significant number of NCOs have successfully taken on jobs like Detachment Sergeant, Drill Sergeant, Recruiter, AC/RC duty, Operations NCO and even First Sergeant opportunities when available. NCOs assigned to Recruiting Command continue to receive average to slightly below average NCOERs. The panel did not unfairly penalize NCOs in this situation. Diversity of duty assignments was favorably considered by the panel. Favorable consideration was also given to those who consistently performed successfully in leadership positions and/or assignments within their MOS.

c. Training and Education. Most NCOs reviewed by the board were graduates of ANCOC with many graduating at the top 20% of the class. There were a considerable number of NCOs with Associates and Bachelors Degrees. This is an indication that our Soldiers are realizing the importance and value of continued education. Soldiers should be encouraged to take full advantage, whenever possible, to get their degree through classroom participation or education online. NCOs who exceeded the standard (Distinguished Graduate, Honor Graduate, etc.) at ANCOC, Battle Staff, and other military schools usually performed well in their duty assignments. Excellence in military schools generally translated to outstanding performance in the field.

d. Physical Fitness. Overall, the CMF 15 NCOs are in good physical condition and score well on the APFT. APFT failures and failure to meet AR 600-9 standards for height/weight were the exception; however, there were a number of NCOs that significantly exceeded the height/weight tables but passed body fat standards. In such situations, it would have been helpful to the panel if rater comments indicated the NCOs ability or inability to perform his or her duties. A significant number of NCOs had APFT scores above 270. Earning the Army Physical Fitness Badge was a plus. Raters should ensure excellence in physical fitness is annotated on the NCOER especially when the Soldier scores 90 in each event.

e. Overall career management. The panel consensus is that CMF15 is effectively managed. It is the responsibility of the NCO, his/her branch manager and the Proponent to ensure all have the opportunity to serve in tough leadership positions.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. Compatibility in CMF 15 appears to be appropriate and healthy. NCOs in the zone for consideration appear to have plenty of opportunities to develop well-rounded technical and tactical skills.

b. Suitability of grade and structure. In general, the overall coding of CMF 15 structure is appropriate and provides suitable opportunities to compete for Master Sergeant.

c. Assignment and promotion opportunity. All assignments in CMF 15 provide excellent opportunities for success. The most heavily weighted standard used by the panel was comments from senior raters on the NCO's performance and potential in leadership assignments commensurate with grade and MOS. Justifiable and objective comments were the most useful in determining best qualified for promotion and schooling. Successful assignments in positions above an NCO's grade were viewed as strong indicators of potential to lead at the MSG/1SG level. Assignment and promotion opportunity in this field is adequate and gives NCOs timely assignment opportunity.

d. Overall health of CMF. Based on the eligible population and "selection criteria", this CMF is in excellent shape to meet future CMF requirements.

5. Recommendations.

a. Competence. NCOs are technically and tactically proficient; however, continue to improve the assignment process to ensure repetitive tours outside the MOS are minimized and equally distributed throughout the force.

b. CMF structure and career progression. There is a considerable number of NCOs that sought out the hard jobs. HRC and the proponent need to emphasize the importance of NCOs getting a variety of CONUS and deployment, TDA, TOE and special assignments. Continue to emphasize diversity of assignments. Balance is the key to success.

c. Photos. CMF 15 NCO files were very impressive but we still need improvement in this area. The photograph is usually the first thing a board member sees and is the initial impression as they assess the file; therefore, ensure the uniform fits properly, know the regulation and take someone to the photo shoot...it's that important. AR 640-30 requires a photo every 5 years or when changes occur. Missing photos in situations where there was ample opportunity to get one was viewed unfavorably by the panel. There were a number of photos outdated and were taken still wearing their previous rank (SSG).

d. Total Person Concept. The Aviation NCO Corps is strong. To remain competitive, NCOs must continue to do the things that set them apart from their peers (repetitive successful leadership assignments, attendance at Battle Staff and other MOS enhancing schools, exceeding the standard in military schooling, current and accurate photograph, etc). Tough assignments and time in deployed units while serving successfully in leadership positions was a plus.

e. Rater. Raters do a good job justifying ratings with bullet comments; however, there remains room for improvement. Frequently, excellence bullets are not justified on the NCOER. Excellence bullets should be clearly articulated, fully justified and quantified with specific examples and measurable results. The majority of NCOERs have justified "excellence" ratings in two or three categories and were viewed as very competitive by the panel. NCOERs with justified "excellence" ratings in all five categories are rare and should continue to be reserved for only the best. This is a good thing and sends a powerful message to the panel. Raters should put the strongest bullets first – they will stand out and send a clear message. Include references to Audie Murphy, Sergeant Morales, Army Physical Fitness Badge and other equivalent awards/honors on the NCOER.

f. Senior Rater. A single bullet that accurately justifies the rating block is better than several bullets that say nothing. "Will be an outstanding CSM" or words to that effect send a strong message to the board and should continue to be reserved for only the very best.

g. Reviewer. Although rare, there were some instances where the reviewer did not agree with the rater and/or senior rater evaluation. In most cases, the reviewer comments sent a clear message to the panel members concerning promotion of the Soldier and was very helpful to the panel.

h. Disciplinary Action. NCOs should make every effort to remove disciplinary action from their file. Disciplinary action was a significant discriminator in evaluating an NCO for promotion, especially if received in current grade.

i. Duty Description. Be specific...clearly state OIF/OEF participation from a deployed location in the duty description. Ensure duty MOS is correct. Too often it was difficult for panel member to determine if the job was a 40 or 50 level position. The Proponent Guidance (Career Path) is a useful tool in determining duty MOS/title.

j. Values. Any "no" on the values portion of the NCOER was viewed by the panel as a significant discriminator.

k. Complete the Record NCOER. If authorized under AR 623-205, get a Complete the Record NCOER.

l. Updating the OMPF. An OMPF that is administratively correct and a photo that is up-to-date are two of the most critical elements to a positive review of an NCO's performance. When these items are "dress-right-dress" a positive message is sent to the board member from the start. If you think you need to send a letter, let your chain of command and your career manager review it first. There were few instances where letters to the board had any impact on the final vote. Whenever possible, use the ERB as a method of conveying new and pertinent information to the board.

6. CMF Proponent Packets. The branch proponent packet was excellent and contained vital information necessary to create a realistic picture of a successful NCO. The panel used the information provided by the Proponent to develop the panel standards that were used to determine best qualified for promotion. Continue to update and revise as the branch transforms.

7. Conclusion. The panel believes it selected the best qualified NCOs for promotion. Chain of command involvement in all aspects of the promotion selection process (i.e. quality/accurate photographs, opportunities for diverse and challenging assignments in leadership positions, detailed/justified comments and block checks on NCOERs, updated ERBs, etc.) is a must. The most effective and heavily weighted tool available to the panel members is the NCOER. Senior leader involvement in the preparation and the mentoring leading up to the finished product will ensure raters and senior raters differentiate between those that should be promoted from those that should not be promoted. Raters, senior raters and reviewers must continue to make the tough call when writing and reviewing NCOERs. To prevent inflation and ensure the integrity of the NCOER, it is incumbent on raters, senior raters and reviewers to ensure they are

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precise in the language they use to convey information. There are few responsibilities more important to the health of our Army than the proper use of words to accurately describe those who are the best qualified to lead our soldiers at the highest level of the noncommissioned officer corps.

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